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# ICFESW STRATEGIC PLAN 2025-2030

Integrated Programme for Education, Training,  
Integration and Social Welfare  
for Vulnerable Children, Youths and Women in Cameroon  
(2025 - 2030)

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## I. GENERAL INTRODUCTION

The Islamic Charity Foundation for Education and Social Welfare (ICFESW) is a non-profit organisation founded in 2018 by Mrs Firida Falaina Hara, a visionary woman deeply committed to the cause of humanity. Guided by the conviction that every child, young person and woman deserves to live with dignity, ICFESW has worked since its inception to promote equitable access to education, health and economic independence, particularly in the most vulnerable communities.

True to its values of solidarity, equity, social justice and compassion, the Foundation has established itself as a local player, capable of mobilising local resources and catalysing innovative initiatives for sustainable human development. Its interventions in the fields of education, community health, vocational training and social welfare have already led to tangible improvements in the living conditions of thousands of beneficiaries, particularly women and youths.

The 2025–2030 Strategic Plan is a continuation of the actions already undertaken. It seeks to consolidate achievements, strengthen organisational effectiveness and boost the Foundation's social impact in Cameroon and the sub-region. This document is meant to serve as an operational compass and a resource mobilisation tool, enabling ICFESW to guide its priorities, structure its partnerships and measure progress in implementing its mission.

The wording of this plan also responds to a two-fold need:

- A context-sensitive need, marked by the socio-economic challenges facing Cameroon, including persistent poverty, gender inequality, youth unemployment, limited access to education and healthcare, and increased household vulnerability;
- A strategic imperative, linked to the need for civil society organisations to align themselves with national and international development frameworks to ensure the coherence and sustainability of their interventions.

In this sense, the ICFESW Strategic Plan 2025 - 2030 is fully aligned–

- Cameroon's Vision 2035, which aims to make the country an emerging, democratic State that is united in its diversity;
- The National Development Strategy 2020 - 2030–), which places particular emphasis on the structural transformation of the economy and the improvement of human capital;
- And Sustainable Development Goals (SDGs), particularly:
  - SDG 1: No poverty,
  - SDG 3: Good health and well-being,
  - SDG 4: Quality education,
  - SDG 5: Gender equality,

- SDG 8: Decent work and economic growth.

This strategic plan is therefore positioned as a guidance, accountability and transformation tool, reflecting ICFESW's desire to actively contribute to building a more just, inclusive and prosperous society, where every citizen can fully realise their potential.

## II. EXECUTIVE SUMMARY

This project seeks to strengthen access to education, vocational training, healthcare and socio-economic empowerment for vulnerable populations in the ten regions of Cameroon. The five-year programme (2025 - 2030) provides for the construction, equipping and commissioning of regional educational and social hubs. The overall budget for the programme is estimated at approximately 2.9 billion CFA francs, or 4.43 million euros or 4.83 million US dollars.

## III. PRESENTATION OF THE ICFESW ASSOCIATION

The Islamic Charity Foundation for Education and Social Welfare (ICFESW) was created on 9 October 2018 by receipt No. 121/RDA/K22/SAAJP, amended by letter No. 459/2025/L/K22/SAAJP of 13 August 2025. Its head office is located in Maroua, in the Far-North region of Cameroon. The association works to promote education, vocational training, community health and social protection for vulnerable children, young people and women.

## IV. VISION, MISSION AND VALUES

**Vision:** A Cameroon where every child, young person and woman lives with dignity and has access to quality education, healthcare and sustainable economic opportunities.

**Mission:** Promote education, health and socio-economic empowerment for vulnerable populations through integrated, sustainable and inclusive community actions.

### **Core Values:**

- Compassion and solidarity
- Integrity and transparency
- Equity and inclusion
- Excellence and sustainability
- Community Engagement
- Peace and social cohesion

## V. BACKGROUND AND RATIONALE

Cameroon, a middle-income country, faces persistent challenges, including multidimensional poverty, regional inequalities, recurring humanitarian crises, and security pressures. The Far-North, East, North-West and South-West regions remain the most affected by school dropouts, youth unemployment and the vulnerability of women.

It is against this backdrop that ICFESW positions itself, as an impact player, contributing to:

- strengthening the resilience of vulnerable households
- expanding access to education and healthcare,
- promoting social cohesion and stability.

## VI. AREAS OF INTERVENTION AND BENEFICIARIES

The programme covers all ten regions of Cameroon. National coordination is based in Maroua. The North, Adamawa and East regions will benefit from new infrastructure. The Central, South, West and Littoral regions will host training and support programmes, while the North-West and South-West will benefit from a special programme for the reintegration and protection of displaced women and young people.

## VII. TARGET OF THE ICFESW STRATEGIC PLAN 2025– 2030

### **Main target (direct beneficiaries)**

Vulnerable populations in Cameroon, in particular:

- Children who are out of school or from disadvantaged backgrounds, especially girls
- Young people, particularly those who are unemployed, underemployed or in precarious situations,
- Internally displaced persons/refugees
- People living with disabilities
- Women, particularly rural women, displaced women, widows or economically dependent women.

These groups are at the heart of the strategic plan's actions, as they embody the vision of a Cameroon where every child, young person and woman lives with dignity and has access to education, health care and sustainable economic opportunities.

### **Secondary targets (indirect beneficiaries)**

- Vulnerable households that will benefit from increased economic and social resilience.
- Local communities, through social cohesion, peace and community stability.

- Local educational, health and social institutions, which will see their capacities strengthened.
- Local authorities and decentralised local authorities, implementation and governance partners.

### Partnership targets (implementation and support actors)

The plan also targets a broad network of technical, financial and institutional partners, including:

- United Nations agencies: UNICEF, UNESCO, UN Women, UNFPA, WHO, UNDP, UNHCR;
- International organisations and foundations: Plan International, Save the Children, Qatar Charity, Islamic Development Bank, AFD, European Union, Red Cross, Care Cameroon, MTN Foundation, Orange Foundation, etc.;
- National and local public authorities (MINEPAT, MINPROFF, MINSANTE, MINEDUB, MINJEC, MINAS);
- The private sector and the Cameroonian diaspora, called upon to contribute to the sustainability and financing of projects.

### Summary of the target

Level	Description	Examples of beneficiaries
<b>Direct</b>	Vulnerable children, young people and women	Orphans, unemployed young people, rural or displaced women
<b>Indirect</b>	Households and local communities	Families, villages, local associations
<b>Partnership</b>	Institutions, donors and NGOs	Diplomatic services (embassies), UN system, State, foundations, local authorities
<b>Geographical</b>	All 10 regions of Cameroon, with a focus on the Far-North and crisis areas	Far-North, North, Adamawa, East, North-West, South-West

## VIII. THEORY OF CHANGE

If...	Then...	Then in the long term...
ICFESW builds and equips educational and social infrastructure that is accessible to all	Vulnerable children, young people and women have access to quality education and health services	Communities become more autonomous, resilient and peaceful
ICFESW strengthens the technical and economic skills of young people and women	They generate income and reduce their economic dependence	The local economy becomes more inclusive and sustainable

ICFESW promotes social cohesion and peace	Community tensions decrease	Conditions favour harmonious human development
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## IX. STRATEGIC ANALYSIS

strengths	Opportunities
Visionary and credible leadership. Community network currently being established in 10 regions. Strong religious and social partnerships.	Convergence with the SDGs and SND30. Donors open to community projects. Dynamic diaspora and Islamic foundations.
Weaknesses	Threats
Limited financial resources. Uneven technical capacities between regions. Low level of digitalisation of monitoring and evaluation.	Regional insecurity. Economic crises and inflation. Increased competition between NGOs for funding.

## X. STRATEGIC AXES AND SPECIFIC OBJECTIVES

Strategic focus	Specific objectives
<b>Axis 1. Education and Training</b>	<ol style="list-style-type: none"> <li>1. Build and equip 10 regional education centres.</li> <li>2. Provide scholarships and educational support to 5,000 vulnerable children.</li> <li>3. Train 3,000 young people in promising trades, including 2,000 girls.</li> </ol>
<b>Axis 2. Community health and nutrition</b>	<ol style="list-style-type: none"> <li>1. Establish five community health centres.</li> <li>2. Train 200 community health workers.</li> <li>3. Improve the nutrition of 10,000 children and women.</li> </ol>
<b>Axis 3. Economic empowerment and inclusion</b>	<ol style="list-style-type: none"> <li>1. Support 2,000 women and young people through income-generating activities and a microcredit fund.</li> <li>2. Create regional solidarity cooperatives.</li> <li>3. Develop female and youth entrepreneurship.</li> </ol>
<b>Axis 4. Social protection and cohesion</b>	<ol style="list-style-type: none"> <li>1. Provide psychosocial and educational support for orphans and displaced persons.</li> <li>2. Promote peace and inter-community cohesion.</li> </ol>
<b>Axis 5. Governance and institutional sustainability</b>	<ol style="list-style-type: none"> <li>1. Establish an integrated planning and monitoring-evaluation system.</li> <li>2. Strengthen financial transparency and institutional communication.</li> <li>3. Diversify sources of funding.</li> </ol>

## XI. IMPLEMENTATION STRATEGIES

- Integrated community approach: active participation of beneficiary communities.
- Multi-stakeholder partnerships: local authorities, UN agencies, donors, private sector.
- Digitisation of monitoring, evaluation and reporting.
- Institutional strengthening and staff training.
- Mobilisation of internal and external resources.

## XII. RESULTS FRAMEWORK

Level	Expected results / Key indicators	Sources of verification
<b>Impact</b>	20% reduction in educational and economic vulnerability rates in target areas	National reports, ICFESW surveys
<b>Effects</b>	+5,000 children enrolled in school, +3,000 young people trained, +2,000 women empowered	Programme reports, enrolment records
<b>Products</b>	10 educational centres, 5 health centres, 10 microcredit funds, 100 peace campaigns	Technical reports, external audits

## XIII. ACTION PLAN AND PROVISIONAL BUDGET

No.	Major activities	Implementation strategy	Estimated cost (XAF)	Equivalent in Euro (€)	Equivalent in Dollars (USD)
1	Construction and equipping of 10 regional education centres	Call for tenders, delegated project management	1,200,000,000	1829268.29	1998334,72
2	Establishment of 5 community health centres	Partnership with MINSANTE and NGOs	500,000,000	762195,122	832639,467
3	Vocational training for 3,000 young people	Collaboration with public/private centres	300,000,000	457317.073	499583.68
4	Solidarity microcredit fund and IGA	Agreement with MFIs and local NGOs	350,000,000	533536.585	582847.627
5	Peace and social cohesion programmes	Religious leaders and community radio stations	250,000,000	381097.561	416319.734
6	Institutional strengthening and M&E	Recruitment, digitisation, training	300,000,000	457317.073	499583.68
<b>GRAND TOTAL (2025-2030)</b>			<b>290,000,000</b>	<b>4420731.71</b>	<b>4829308.91</b>

## XIV. BUDGET BY REGION

Region/Area	Total amount (XAF)	Equivalent in Euro (€)	Equivalent in Dollars (USD)
Maroua (Far North)	300,000,000	457317.073	499583.68
Garoua (North)	500,000,000	762195.122	832639.467
Ngaoundéré (Adamawa)	500,000,000	762195.122	832639.467
Bertoua (East)	500,000,000	762195.122	832639.467
Centre	150,000,000	228658.537	249791.84
South	150,000,000	228658.537	249791.84
West	150,000,000	228658.537	249791.84
Littoral	150,000,000	228658.537	249791.84
North-West	250,000,000	381097.561	416319.734
South-West	250,000,000	381097.561	416319.734
<b>GRAND TOTAL</b>	<b>2900000000</b>	<b>4420731.71</b>	<b>4829308.91</b>

## XV. MONITORING AND EVALUATION MECHANISM

- National Steering Committee chaired by the General Coordination.

- Regional monitoring and evaluation units for monthly data collection.
- External evaluations: mid-term (2027) and final (2030).
- Indicators: number of beneficiaries, infrastructure, integration rate, community satisfaction, funds mobilised.

## XVI. RISKS AND MITIGATION MEASURES

Identified risk	Mitigation measures
Regional insecurity	Coordination with authorities and humanitarian partners
Delays in funding	Diversification of donors and contingency plan
Lack of local skills	Continuing education and mentoring
Macroeconomic instability	Annual budgetary adjustment
Administrative pressures	Strengthening governance and institutional relations

## XVII. GOVERNANCE AND PARTNERSHIPS

The ICFESW will ensure implementation through:

- A National Executive Directorate;
- Regional Coordination Units;
- A Steering Committee composed of public, private and religious partners.

Targeted partnerships include: Embassies in Cameroon, UN Women, UNFPA, IOM, UNICEF, UNESCO, UNFPA, UNDP, UNHCR, Red Cross, WHO, FAO, Islamic Development Bank, Qatar Charity, Plan International, Save the Children, European Union, AFD, ACF, Care Cameroon, MTN Foundation, Orange Foundation, decentralised local authorities, etc.

## XVIII. RESOURCE MOBILISATION PLAN

- International grants and donations: 60%
- Public/private partnerships: 20%
- ICFESW's own contribution and local contributions: 10%
- Fundraising campaigns and diaspora: 10%

## XIX. SUSTAINABILITY AND EXPECTED IMPACT

Strengthening local capacities for community ownership.

Digitalisation for transparent management.

Income-generating empowerment fund.

Strengthened social cohesion and increased community resilience.

## CONCLUSION AND CALL FOR PARTNERSHIP

The 2025–2030 Strategic Plan positions the Islamic Charity Foundation for Education and Social Welfare (ICFESW) as a key player and credible partner for promoting sustainable human development in Cameroon. It reflects a clear vision, a coherent strategy and a firm commitment to take effective action on behalf of the most vulnerable children, young people and women.

With a projected budget of 2.9 billion CFA francs, this plan is an ambitious yet realistic roadmap, centred on priority interventions seeking to improve access to education, health, vocational training and economic independence.

Through this national programme, ICFESW aspires to build an inclusive and supportive ecosystem where every child can learn, every woman can be an entrepreneur and every young person can flourish. To achieve these objectives, the Foundation is calling for synergised efforts and pooled resources. It invites institutional, technical, financial, religious and community partners to join this dynamic in order to bring about lasting change in people's living conditions.

By joining forces, we can build a more equitable, resilient and peaceful society that brings hope to present and future generations, a society where human dignity and solidarity are the guiding principles behind every development initiative.